

27 December 1955

**MEMORANDUM FOR: Unconventional Warfare Group Officers**

**SUBJECT: Role of UW Staff in Planning System**

1. The Unconventional Warfare Group has the staff function of providing guidance to operating divisions in the planning and preparation of UW operational plans, programs, and projects, and ensuring conformance with approved policies and priorities of all clandestine paramilitary operations. Implicit in the above is the requirement on this Staff for ensuring that in all phases of the CS planning cycle, projecting ahead three years as it does, proper emphasis and priorities are placed on the development of both hot and cold war assets.

2. In general terms, present guiding policies reflect a reaction away from the more activist type of operations encouraged during the Korean War, with the accent first on intelligence activities and secondly, on political and psychological operations. This is not a repudiation of unconventional warfare, as such, and it must be realized that UW must be based on adequate operational intelligence, which, thus far, is not available from many areas of the world. And, it in no sense diminishes the requirement for establishing and holding available UW assets for use when required during the cold or hot war.

3. Policy approval for the establishment and maintenance of such assets has been contained in many documents, particularly in the various UW Annexes to JCS Theater Plans and in letters to the Department of Defense confirming our intention of establishing such assets. Both in terms of the cold and hot war, we have been enjoined to endeavor to create such assets not only for stated requirements, but in whatever places and for whatever reasons our own good judgment indicates a future requirement may exist.

4. Limited discussions with the Area Divisions and survey of the general planning papers currently being circulated indicate considerable confusion as to UW requirements, and in some instances, reluctance to recognize them. Explanations for this vary, and include the following:

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a. Limitation of Budget (even in documents setting forth estimated budget requirements).

b. Limitation of man-power (ceilings).

c. Lack of trained UW personnel.

e. Desire not to disturb multilateral or bilateral arrangements.

f. Difficult operational conditions.

Each reason contains an amount of validity, and, in many instances, the divisions believe that their reasoning has received confirmation from higher echelons.

5. This Staff is fortunate in that its inception coincides with the adoption by the Agency of a much more realistic position toward UW than it has had in the past. The newly accepted concepts provide a vastly different base for operational planning and development than heretofore. It, therefore, appears both reasonable and proper that an entirely new look be given at the Country Appendices for FY 1957 and FY 1958, currently being circulated with respect to UW. This will require the following steps:

a. PP/Ops will circulate the Country Appendices to the PP/UW staff.

b. Review of the Country Appendices for adequate coverage of UW requirements. (Requirements as indicated in the General Plan should be reviewed to ensure they are adequate under current conditions.)

c. Return to PP/Ops for consolidation with other staff element remarks, and further routing by them as set forth in Memorandum for Chiefs, CS Staffs and Area Divisions, Subject: Country Appendices (Preliminary Operational Program), from G-PFC, dtg. 30 September 1955.

6. Simply stated, this Staff must first ensure that area division planning meets Agency UW requirements, and secondly, that higher echelons approve reasonable requests, whether for policy, materiel, funds, or personnel, to enable the division to build the capability. Undoubtedly, at times and for sufficient reasons, certain projected activities will be rejected. Due note should be made of the reasons for such rejections, and reviewed at regular intervals for consideration of policy changes.

PP/UWG  
29 December 1955  
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